

MANUFACTURING EXTENSION PARTNERSHIP

Success Stories from the Field

Oracle Packaging

North Carolina Manufacturing Extension Partnership

Oracle Packaging Doubles Revenue

Client Profile:

Oracle Packaging offers a diverse range of flexible packaging services including folding, printing and die cutting. Many of their processes include rotogravure, an intaglio printing process in which letters and pictures are transferred from an etched copper cylinder to a web of paper, plastic, or similar material in a rotary press. Examples of the products they help produce include lidding solutions for dairy products, gum wrappers, beverage cartons and a full line of tobacco packaging solutions. Oracle has plants in North Carolina, Georgia and Ohio. The Wilmington, North Carolina plant employs 200 people.

Situation:

Oracle Packaging was experiencing customer dissatisfaction due to delayed shipments of their product. It could take up to 12 hours to complete one make-ready transition, where the machine is transitioned from one set of specs to another. This led to a backlog of four or five jobs at a time. Oracle contacted the North Carolina Manufacturing Extension Partnership (NCMEP), a NIST MEP network affiliate, for help.

Solution:

SCMEP conducted multiple 5-day Kaizen or continuous events throughout the company. Oracle then implemented a company-wide Five S protocol for Five S Visual Systems: 1) Sort through what you have and remove what you don't need; 2) Set in Order what remains, making space visual and self-explanatory; 3) Shine up tools, equipment and work spaces, keeping them spotless; 4) Standardize and follow work rules scrupulously; and 5) Sustain by maintaining the discipline in Five S. At Oracle, tools are now centralized and instructions for make-ready transitions are placed at the appropriate machine.

Results:

- * Retained \$15 million in sales.
- * Realized \$200,000 in cost savings.
- * Invested \$7 million in flexographic printing machine.
- * Reduced make-ready transition by 50 percent.

Testimonial:

"With the cost savings we experienced through Lean, the purchase of a new \$8 million press was justifiable."

James Hummer, Director of Manufacturing Services

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